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Knowledge

A Journal of Information, Advice & Suggestion *for the* Direct-by-Mail Advertiser
Edited & Published by The Dando Company

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A STORAGE BATTERY OF IDEAS

THE DANDO ORGANIZATION deals constantly in *ideas*, and *ideas* flow into it from a thousand channels.

The very nature of our business keeps us constantly charged with constructive and creative methods, viewpoints and plans.

"Mental refreshment and stimulation (we quote from a literal conversation) follows each *contact* with you."

We think, that's the idea—*contact*.

You are reaching out *for* ideas and plans.

We are reaching out *with* ideas and plans.

Contact sets currents of force and energy in motion—provides the *spark* that spreads the flame that delivers the *power* that makes things happen. The static business *goes*.

Knowledge is our wire—the letter, phone or personal call is *yours*.

Let us connect

THE DANDO COMPANY

*Furnishing a Specialized Advertising-Selling Service to Manufacturers,
Wholesalers, Jobbers and Retailers*

533 NORTH ELEVENTH STREET, PHILADELPHIA

KNOWLEDGE

A Journal of Information, Advice and Suggestion for the DIRECT-BY-MAIL ADVERTISER. Edited and Published by THE DANDO COMPANY, Furnishing a Complete Selling-Advertising Service for Manufacturers, Wholesalers, Jobbers and Retailers, 533 North Eleventh Street, PHILADELPHIA, PENNSYLVANIA

BOOK FIFTY-FOUR

November, 1919

PRICE, 30 CENTS

EDITORIALS

SEVERAL YEARS ago fickle fate brought a booklet into my hands that told about the sunny climes, the azure skies and the sapphire seas of the Florida east coast.

The writer was some word-painter. I bit hard, filled up the 250-gallon tank of the old forty-five-footer and went.

From the head of the Chesapeake to the tip of the Florida Keys, upon which perches Key West, the entire trip was a delight to myself and companion.

Almost daily we thanked the unknown word artist that had led us into these delightful regions of marvelously clear air, vivid sunshine and translucent waters.

We thanked the gods that we had left "Little Old New York" far behind us.

Human nature is fond of novelty.—PLINY, THE ELDER

At Key West I picked up a local paper in which an eastern word-painter invited the inhabitants of sunny Florida to visit New York, "the great metropolis of America"; to tread the pavements of famous Broadway and see the great Sunday parade of beauty and fashion along Fifth Avenue. After that, of course, came the wonderful Hudson, "the Rhine of America," with its majestic palisades; the great "skyscrapers" reaching towards the clouds; the one and only Coney Island, and all the other delights and entertainments the city of the "great white way" affords.

I read the announcement scoffingly to my New York companion and it was a matter of jest between us for days thereafter.

You see we knew New York to satiation, while Florida was new to us.

While we were going south, anticipating (and realizing) pleasure, health and entertainment, scores of Southerners were going north for similar pleasure, health and entertainment (and realizing it).

Novelty serves us as a kind of refreshment and takes off from that satiety we are apt to complain of in our usual and ordinary entertainments.

—ADDISON

We were satiated with New York, while the Southerner was satiated with Florida.

Florida made a delightful impression on us, and New York made a delightful impression on them.

Attraction and charm vest in the *new* things. New lands, new methods, new ideas wake pleasurable emotions in our breasts.

Novelty is indeed necessary to preserve eagerness and alacrity.

—DR. JOHNSON

The man trained in the art of *expression* finds that these new things *stimulate* expression.

His words *attract* others because the things he describes *attract him*.

He simply mirrors in type sensations that please him, and that others know, as they are described, would please them.

This is the "new viewpoint"—one of the greatest of advertising forces.

The average manufacturer sees and feels his goods through the dulling influences of years of familiarity. To him their attraction is largely gone; he is not *stimulated* when he sees or handles them, because they are not new to him.

Change, change—we all covet change.

—C. LAMFORT

Such a man, moreover, is almost invariably a manufacturer, not a writer; his mind functions in *creating* physical things,

not in *mirroring* mental things.

These are two tremendous handicaps to fresh, original, enthusiastic and spontaneous advertising expression, and they explain *why* the average advertising of the average manufacturer is so dull and deadly, and so deadly and dull.

Some manufacturers assert that no man knows their business as they know it, and that, therefore, no man could advertise their business as they advertise it. This is more true than they think.

No man with the fresh viewpoint *could* advertise their business as they advertise it. The average manufacturer's advertising *mirrors* and *reflects* that lack of stimulus that years of familiarity are responsible for. Expression is neither fresh, original, enthusiastic or spontaneous, and because of that it is incapable of *arousing* that spontaneous enthusiasm that results in the buying act.

As a matter of fact, the writer and the manufacturer are two types of men representing entirely different frames of mind. One is making, while the other is selling. The writer keeps his faculties of introspection, imagination, analysis and description clean-cut and sharp on the hone of constant service. He is a specialist in *representation*, because his work automatically makes him so. He is no more skilled than the manufacturer, but he is more skilled in *some things*.

The enormous influence of novelty—the way in which it quickens observation, sharpens sensation and exalts sentiment—is not half enough taken note of by us, and is to me a very sorrowful matter.—RUSKIN

Given a business writer trained to photograph *his mind* to millions of fellow-beings like himself; given a new thing (to such writer) that arouses in him feelings of enthusiasm and interest, and you are given FUEL that generates DESIRE and ACTION in hundreds of thousands reached through the mail and through the periodicals of the country.

Such a man "pulls" southern money north and northern money south in a metaphorical sense. We have heard of the man who repurchased his own real estate after he saw it advertised by an enthusiastic real estate agent. The "new viewpoint" is something like that; it takes familiar things and makes them new.

The "new viewpoint" automatically inheres in the advertising man strange to the proposition; it gives him, Mr. Manufacturer, Distributor, Retailer or Vendor of Service, a stupendous advantage over *you*—an advantage you lose while you fail to recognize it, and an advantage you *reap* when you take steps to utilize it.

The stale proposition is like the definition of dirt: "Matter in the wrong place." Bring to it the imaginative, introspective, analytical and descriptive mind *fresh to it* and the thing is *transformed* to a thing of joy, beauty or basic utility, *and so photographed* to the minds of others.

Most businesses of today that are going back, standing still or

being passed by others simply crave the bracing stimulus that will accrue when visioned through fresh, interested and capable eyes.
Connect!

WHEN PROOF SUBSTANTIATES TRUTH

PROOF is not a statement of truth, but evidence of the truth of the statement.

There is a world of advertising principle packed into those fifteen words.

Most men are stating truths but not proving them.

Most men *know* what they say is right, forgetting that "the other fellow" hasn't *their* knowledge.

Most advertisers would be appalled if they could but see the extent of discounting perfectly true statements receive at the hands of the consuming public.

While most advertisers cannot *see* this discounting process they can *feel* it—it touches their pocketbooks and their bank accounts with that unpleasant sensation caused by "the high cost of doing business."

Analyze the majority of advertisements in the majority of magazines and periodicals, and you will find many *stating* but very few *proving*.

In printland "the best" is an easily attainable thing—it simply requires a few lines o' type.

In the land of reality "the best" requires a great many real and tangible things, such as adequate capital for adequate manufacturing facilities, large output that reduces costs, careful systematic buying, competent highly-paid management, etc.

The man minus the real things of production, meaning, of course, the things that make the best, can still *claim* them—with a few lines o' type.

He can claim but not prove.

The man with the real things of production *has* the best and (fatuously course), falls into the prevailing fashion and claims where he *could* prove.

He forgets or ignores the fact that:

Seven years of silent inquiry are needful for a man to learn the truth, but fourteen in order to learn how to make it known to his fellow-men.

—PLATO

A writer who builds upon facts is not easily to be confuted. He may want eloquence to amuse, but speaking truth he must always convince.

—JUNIUS

"Proof is not a *statement* of truth, but *evidence* of the truth of the statement."

It would be quite easy to *state* that 90 percent (at least) of today's advertising is *assertive* in character—the type that claims but does not prove.

It is quite easy to *verify* the statement by consulting the advertising pages of the various magazines.

It is quite easy to infer that a very large proportion of advertising announcements are very heavily discounted by a very large proportion of the consuming public.

"The high cost of doing business" ought to TELL advertisers that they are on the wrong track.

Judges, juries and courts refuse to act on claims and assertions—judges, juries and courts want evidence before they act.

The public, as a whole, and in its true buying capacity is refusing to act on claims and assertions—the public wants *evidence* of worth, not *assertions* of worth.

The public realizes that a few lines o' type place the weak on a par with the strong in advertisingland.

This knowledge makes the public cautious and sceptical, and it makes it hard for all the denizens that people advertisingland; it's hard for the publications whose business continuously slips away; hard for the agencies who continuously lose their business; hard for the advertisers who continuously lose their money; hard on the wrecks and derelicts drifting fast towards "the advertising graveyard."

This condition will accentuate, not alleviate, with the years, but, as with every evil, will contain within itself the germs of remedy.

As "the high cost of doing business" mounts, profits will vanish; advertising will refuse to pay as practised, and advertisers, publishers and agencies will be taught by sheer experience that they must adopt *evidential* advertising.

"To assert without proof is always to lay oneself open to suspicion of having no proof to offer . . . both the verb 'assert' and its noun 'assertion' have an unfavorable sense, as:

"This would need some better proof than bare 'assertion' to make it believed."—HAMILTON
(*Metaphics*)

"We have seen strong 'assertions' without proof."
—JUNIUS LETTERS
—NEW STANDARD
DICTIONARY

Splitting the air with noise.—SHAKESPEARE

Loudness is impotence.
—LAVATER

The empty vessel makes the greatest sound.
—SHAKESPEARE

There are braying men in the world as well as braying asses; for what is loud and senseless talking any other than a way of braying.
—L'ESTRANGE

The assertive, bragging, boasting Falstaffian style of advertising will vanish into the limbo of the forgotten past, and public confidence will be regained by the type of advertising that substantiates and demonstrates.

A new type of advertising man will evolve—the type who can reach out and bring *witnesses* into the commercial court to prove his case—documents, photographs, reasons and proofs.

The firms really *giving* service will then come into their own—a few lines of type will not be sufficient to place weak, unscrupulous or lying competitors on a par with them in advertisingland; trade, under the seal of proven truth, will flow to where

it has been earned and deserved.

Publishers dimly perceive the inevitable drift; they are warring

on those who are unscrupulous or who lie by refusing them space in their advertising columns.

Publishers will grip the essence of the matter when they demand AFFIRMATIVE advertising in lieu of ASSERTIVE.

The affirmative idea in advertising automatically mirrors truth, or leads to it by certain paths.

Conflicting claims of “best” among responsible manufacturers will be rare—there will be substantiating reasons for “best” in a certain relation or in a certain line only.

A revolutionary change will occur in advertising agency circles. The reign of superficial publicity will be over. Principals will demand analytical methods prior to advertising and reasoned briefs of vivid human interest *with* it.

Men trained in logical principles will carry on the great work of publicity, con-

“AFFIRM has less of egotism than ‘assert’; . . . it has more solemnity than ‘declare’ and more composure and dignity than ‘assertate,’ which is to assert excitedly. In legal usage Affirm has a general agreement with ‘depose’ and ‘testify’.”

—NEW STANDARD
DICTIONARY

“AFFIRMATION is defined as ‘An affirmative judgment or proposition’ as used logically, and ‘Proposition’ in the mathematical sense is:

“The ‘statement’ of a ‘truth,’ to be demonstrated.”—NEW STANDARD
DICTIONARY

stantly using and intelligently adapting the factors of reason, proof and demonstration now required by the courts.

Principles of "verisimilitude, abstraction, generalization, retro-spection, affirmation and imagination" will be understood, enforced and scientifically applied.

Advertising will approximate the exact sciences in conception, in practice and in results.

THE SCIENCE OF ABSTRACT SHORTNESS

ADVERTISERS of today prostrate themselves before the god of shortness without in the least understanding what they *mean* when they use the term.

There is a scientific quality of shortness with abstraction as its base that, under right conditions, fairly provokes that type of interest and attention that is a sure precursor of the ultimate sale.

But how many of the "short" fanatics are cognizant of this principle?

"Shortness" to them is a measure of the eye, not an *adjustment* by the conscious mind; a stage-setting with dramatic *climax* for its end.

"SHORT: *Not reaching or attaining a requirement or result; falling below a certain standard; deficient; inadequate; insufficient; scant; as 'short' of the full amount; 'short' weight; 'short' of needed material; at fault; in error.*"—NEW STANDARD DICTIONARY

Ask the advocate of "shortness" to say what he *means* when he uses the term; to *define* the use of the term he uses.

It was Lincoln who decided that a man's legs should be *long* enough to reach the ground.

The advertising "legs" of the "short" advocates are just short enough to dangle in futile dalliance "in the air."

Some day they will, from the depths of their wisdom, decide that the "short" that doesn't *connect* isn't quite long enough.

Having reached that decision—and put it into force—they may be able to amble along the road that leads to prestige and profits.

But they must use their *head* to reach this decision—not their *eyes*.

Some day the "short" fanatics, guided by the definition of dirt—"Matter in the wrong place"—will conclude that "shortness" (of the quality based on abstraction) while right in one place is

Among the calf-paths of the mind . . . they keep the path a sacred grove, along which all their lives they move. . . . Ah, many things this tale might teach—but I am not ordained to preach.

—C. W. Foss (*The Calf-Path*)

wrong in another. Some day they will consider periodical advertising one thing and booklet advertising another; some day, in short, the light of reason and knowledge will dawn on their darkened brains for a sufficiently long period to enable them to straighten out their contorted conceptions of what correct advertising really is.

What *is* shortness, anyhow?

What would you call a "short" thing?

Define accurately a "short" letter, booklet or advertisement.

If you *can't*, don't talk about "shortness"—go and study it.

BUSINESS BUILDING

In lieu of our usual "Analysis and Plan," we present this month an article recently published in Bulletin No. 520 of the Campbell-Ewald Company, which represents the viewpoint of the sales manager of a nationally-known manufacturing concern in regard to Outside Counsel in business.

The Outside Counsellor, or Analyst, keenly appreciates inside talent when he meets it, and, as the writer points out, "many a good man gets his first real 'chance' through him"; but let him tell his own ideas in his own way—the "inside" viewpoint of a broad mind on Outside Counsel and Service.—EDITOR.

CUTTING "OVERHEAD" BY BETTERING OVERHEADS

Do you know?—everything?
I don't.

I haven't time to find out—yet I must know!

The other day a manager, who knows mining as you and I know sales in our business, paid \$5,000 for an expert's report on a South American gold mine. A prominent investor recently paid a mechanical expert \$1,000 for an opinion on an electric storage battery.

A banking house paid a firm of investigators \$3,500 for an opinion of the market possibilities and an analysis of the present personnel of an industrial company.

A man who had been forced to take over a large office appliance company paid \$3,950 to a firm of experts to "tell him what he had bought."

These are data showing the rise of a new profession. —

I do not hold a brief for the Outside Counsel, but I recognize that he is making a place for himself.

The professional Outside Counsel is appearing in the principal lines of business, commercial and industrial—finding a place with the lawyer, accountant, welfare and labor expert.

There is no doubt of this in the minds of many of my sales manager friends. Some do not yet see his place or value. I think they are mistaken.

Economically he meets a rapidly developing necessity. A great difficulty in all business is the mounting overhead.

Last week we had a whole day's conference on the subject.

THE PART-TIME OF ABILITY

In many lines overhead has become so serious a problem as to lead to the reorganization of entire departments and the adoption of revolutionary sales policies. The present tendency toward combining different sales efforts into central sales agencies is in point. The average sales manager is constantly urged to cut expenses; to develop a higher percentage of efficiency. Trained experience alone can do this. Beyond a certain point a business cannot add big men to its permanent staff.

It may get the result by adding ability on a part-time basis. Many concerns add high priced executives, and then find it necessary to use them for "office boy" work, because their high salaries creates an overhead which makes it impossible to hire enough average men to do the routine work. The inclusion of successful outsiders on the Board of Directors of many corporations is a recognition of the value of the part-time services of experts.

One engineer I know has eleven concerns under his supervision; another, a sales counsel, has twenty-seven clients, some of whom he has had for five years.

Let us analyze the mental attitude and methods of our average business institution. The sales and advertising manager as well as all of the executives, by the very nature of their daily routine and their habits, tend to develop a narrow but *comfortable* viewpoint toward their work and the future of the business. For that reason all great developments of business have come from men who are not enmeshed in the daily grind.

THE TOLL COMFORT TAKES

Our work and our problems soon become fixed in certain comfortable routines. In fact, we unconsciously aim to fix them so. It soon takes real exertion for us to discard arm-chair ideas. Talks with our salesmen, visits with customers, because they bring to us without up-

setting our daily schedule, a fresh outlook, has a temporarily stimulating effect—but how many of us *do* anything? Some sales managers deliberately seek new ideas by travel in order that they may keep abreast of the times, but they all admit each trip becomes more difficult to make, due to comfort's protest.

We have to "kick" ourselves into going to a business man's luncheon. We find it easy to sneer at their utility—but is it not Comfort that sneers, not our judgment?

We realize that our sales policy needs adjusting to new conditions, but we hesitate—"What's the use? It has been working pretty well for five years. It's good for another—or, I'll wait until next year."

Comfort is talking again.

"Our catalogue needs tuning up," say our salesmen, but "That's an awful job, and we are short of help—so, get a price on a reprint, Mr. Adman."

"Advertising conferences are a frightful bore," so, with a general review on the golf links with our agency man, we leave it to him to get up some new ideas. We should start a training campaign for our salesmen, but—"We are doing all we can"—(and catch the 5 p. m. train);—"they're doing pretty well, anyhow!"

"Yes," we agree, "our market should be studied, but we can't do it now until after things settle a bit more, we can't catch up with our orders as it is."

In 1914 when we had no orders, we said, "There is no use in studying markets now—there's no business, anyhow. We can't put on the expense."

You and I said just that, didn't we?

The other day a manager said to me, "I am getting rusty. It would be the best thing in the world for me if I got a red slip from the secretary next month."

He was candid.

DRILL ON THE BATTLEFIELD

So it goes, day after day, in our comfortably prosperous concerns. We post-

pone, maintain the good, old comfortable ways and let things run along as they are until the balance sheet sends out a warning note—then the trouble is upon us; and we must pay for the comfort!

We must improvise in the face of the urgent need—in the midst of battle.

Oh, there are thousands of us!

It is true that some sales managers, especially new, young or unusual men, stay on their toes for a long time. Some of us wonder how they do it—sometimes with a bit of envy for their power to generate so much enthusiasm.

I know concerns which make it a practice of changing their sales managers every two or three years in order to keep fresh viewpoints and energy on the job.

The present method of management makes it necessary.

WANING EXECUTIVE POWERS

For the sake of argument let me admit the perfection of your sales department and mine!

The Better Way you and I know about must still contend with the executives higher up, the Board of Directors, each with his habitual way of looking at things. It is hard for some to realize that the country has grown bigger since 1914; that old friends are dead friends, and that new market outlets must be developed every year; that our comfortably high prices have encouraged aggressive competition.

What are we *doing*? What can we do?

Take a simple thing; only a few of our American corporations carry adequate reserves for depreciation and obsolescence for even their physical equipment. They carry none for the decay and obsolescence of executives, or their sales methods and policies. Some day every Board will demand an outside and periodic audit of organization, sales and advertising efficiency, just as they have of the accounting practice, and more recently, of the factory practice.

Every concern should carry an account for Development of Efficiency in the maintenance or improvement of its market position. Another reserve should be established for extraordinary sales and advertising expenditures, made necessary when sales fall off, and extra effort has to be put forth to regain old volume and prestige.

THE NEW STIMULANT AND STIMULATOR

The answer to me is—the periodic audit of organization, policies, personnel and methods, by the Competent Outside Counsel.

I have watched his rise and development. I believe in him in principle and I have seen the benefits of his performance.

The common objection is—"the Outside Counsel does not know our business."

It is true that the Outside Counsel may not know the details of our business because "it's so different." Let us admit that. I have been sales manager for some half-dozen different lines—for at least the first six months in each case I have been the Outsider—and, I know now that I did my best work the first year for all those businesses—during that time I did the really big, constructive things. After that first year detail fixed on me the paralyzing effect of dull repetition. The Outside Counsel is not bound by the intricate details of a business. He looks at the work and the workers from the standpoint of those fundamental principles he has seen successfully working in many different businesses.

He comes from the outside with a fresh vision clarified by a wide and diversified experience. He sees the business from the other side of the counter, from where the customer views it.

He recognizes all the little habits of neglect, suppression, indifference and postponement that in our desire to

catch the 5 p. m. train, and have Saturdays off for golf or the motor trip, we have carefully nursed into the dignity of sacred traditions.

He sees round pegs in square holes, and the talent that is going to waste. In short, he sees all the results of a management which had made Comfort its unacknowledged ideal. He studies men first—their habits—their ways of looking at systems, policies and equipment.

He analyzes the organization.

He consults men and their facts, he studies and appraises both. He doesn't "take your word for it." He finds many things you declare are not true, but proves they are true.

He analyzes your comfortable, changeless advertising—in the light of your trade's reactions—for you haven't given a real thought to it for years—and shows why it is wasteful.

He finds what your sales department wants and can't get, and eliminates the sticking point.

He goes to the very root of the factory control over your sales policy, and proves to your manager that coddling your factory is probably costing you your supremacy in your field.

He tabulates his findings in a report which nobody wants to read, but as it costs money, "somebody must find out what the expert says."

Oh, I know, I've been there!

The Counsel makes definite recommendations which have already been sold to your subordinates. The organization's sentiment has been focused on his program. He puts a new and revived energy at work. Quickening morale—a willingness to dare for the good of all—begins to permeate the organization.

Every Outside Counsel tries to pick from the higher officials the one man who dares—there is always one—and he prays he may sell that one man on the new and better way. The Outside Counsel works with the law, the Man of

Vision, the Great Idea, in every business worth while.

As he isn't subject to the influence of the "Man who pays the bills"—he whose word is law as to what is and should be, he isn't afraid to speak the truth because of the fear that he might lose his job. He has other jobs on hand.

Without fear or favor his report shakes the higher officials into an attitude of mild surprise and uncomfortable defense. Then come days of silent consideration. Decision hangs in the balance. Perhaps one of the higher officials catching the desire of the vision—takes hold and things begin to happen.

Thus a good work commences. The Counsel has done his difficult job better than an insider could do it.

He renders a constructive service in helping to encourage and nourish the Big Things which Comfort would have throttled in their cradles.

It is true that the Outside Counsel rarely has more brains than the men in a business. In fact, he may not be as "good" as a sales manager, general manager, credit man, but his detached and independent relation to the personnel of the company, and its special and typical problems, his experience, places him in a position where he can see men and things as they are, and as they should be, while his special talent for his work inspires confidence and calls men to action.

THE SIGN MANUAL OF THE HAMMER UPRaised

When you bring in the Outside Counsel all eyes are on him. There are always two classes in every business, the Competent and the Incompetent. The former generally play a lone hand, while the latter always form a union, the sign manual of which is a hammer upraised. The Outside Counsel's every act is scrutinized. The Competent joyfully respond to his inspiration. The Incompetent strive uncomfortably to

"Get his number," and to jockey him into accepting prevailing ideas, policies and systems. Here is where he wins or loses. He must remain himself—the Outsider. He is most useful when he remains the outsider for as soon as he is taken into the family, his value depreciates.

The Outsider can put new policies over more quickly and more effectively than the insider. Resistance is lessened, petty intrigue and organization "politics"—the curse of most places—are baffled by his indifference. I have seen the Outside Counsel eliminate chronic trouble makers and the habitual slacker in a week—because he was not afraid to tell the Boss the truth, and the Boss knew it, and knew he had "No axe to grind." In that time, too, I have seen enthusiasm spring up in a whole organization from the president down to the office boy, where there had been indifference and indecision before.

The Outside Counsel must be a tonic for the discouraged, a confidant for those with real or imaginary troubles.

He takes out of uncertain hands what we dread to think of, he smooths the wrinkles, he adds and subtracts, he equips and trains.

He points out defects that no one else has seen, and demands decisions on issues crying for disposal.

He brings in new ideas, new systems—new policies and new viewpoints. Some are good—some indifferent—but he has net results to show.

He tells you how Jones & Co. conquered that problem of salesman's compensation that has caused you sleepless nights.

He tells you where you can get a line on the law of foreign trade-marks, where you can locate a better man to do this work—in fact, he is a living encyclopedia at your disposal.

One successful Counsel I know has 3,000 volumes in his library—on every phase of business, welfare, economics,

advertising, selling, transportation, accounting, labor, factory organization, statistics, foreign trade, etc. This man has a Data File containing over 100,000 different pieces of information in clippings, articles, reports and letters of information. He has a list of 14,000 concerns in business and knows what each has done most efficiently. There are records of those who have been most efficient in costing, another in selling, or advertising, another in handling labor. This man has the entree to these concerns. He knows them, has worked with many of them, and he can check up your effort in any department against the facts and figures of the best performance elsewhere.

ENEMITIES THAT FLATTER

Is it any wonder that the Incompetent, the slackers, the lazy and indifferent sneer at such a man? Isn't their dislike his Diploma of Value?

I know, for I have worked with him. No master manager ever had to fear him or his records.

I have seen many a good man get his first real "chance" through him.

There is no business, no matter how efficient or how well organized, but what would find in Competent Counsel a reinforcement that cannot be estimated in dollars and cents.

The bigger the executive—the more knowledge he seeks—the more chance for the Outside Counsel. No one is too big to learn from others—no business is so efficient that it can't absorb more efficiency. No one is doing so well that he cannot do better, but how many of us act as if we were doing the best that possibly can be done?

THE RIGHT THING ALL THE TIME

The question, "What can the Outside Counsel do for me?" necessarily calls for a debit and credit.

Don't let's fool yourselves!

We use Outside Counsel now. We ask our banker for financial counsel—he knows nothing of our business—at least we complain of it. We consult our lawyer about our tax liability—our trademarks—our patents—our leases, contracts, etc.—and he tells us what we can't do, or guesses on problems not yet passed on by courts of final appeal.

We consult our accountant about our costs, but we do not know if they are high, or how they can be lowered; he tells us how much our sales are costing according to his system, and cannot tell us what the standard cost *should* be.

These are Outside Counsel—all doing, according to their experience and talents, good service—all lacking the one power:

How to take the findings and elaborate a plan for remedying the evils which their analysis and systematic records disclose.

Ask our accountant, lawyer or banker to give us an answer to such questions:

What is the best way to develop labor morale in my plant?

How shall I advertise to get the greatest results for the least money in my specialty department?

What system of compensation shall I adopt in my sales department in order to encourage and adequately reward the men?

What will be the answer?

My experience says, they will admit they do not know. We turn to our fellow-manufacturers. Some will say—"That's what we would like to know." Others will "sell" us a new idea of their own—which we investigate and find it does not give the right answer, not even to them.

Result—wasted time and money, misinformation leading to a cynical conclusion—"There is no answer."

We are wrong—there is an answer, but we haven't the time to find it. But we must find it—that answer which Mr. Lewis calls, "the right thing done

at the right time, in the right way, *all* the time." It will be good luck rather than good management if this right answer does not cost us many times what it should.

Why not ask competent Outside Counsel?

To me, it is merely common sense.

"THE FITTEST SURVIVE"

I write this on Peace Day, 1919.

Business men are looking into a future where they see a new war—a war of industrial competition, that will wage the fiercest battle of all history.

Only the very largest corporations are *thinking* for the future—*acting* for the future.

Most of us are thinking and acting only for the present.

Will we never learn?

Business that will survive will need the most thorough organization of its resources, of the minds, money, materials and spiritual resources. Business must be tuned to 1919. Sales policies must be reconstructed; new markets must be developed; and our business thought must be overhauled. What business manager will dare to meet the new demands with the old equipment of men, policies or sets of ideas?

The Outside Counsel is the logical and economical aid in this thinking through new problems.

Our present organizations keep doing business as usual, the Counsel works out the new introductions and develops the new plans without revolutions or upheavals.

The question is, Can we do it as well or as economically as we could by employing the Competent Counsel?

No one has done it. I do not propose to try.

"SELLING BY THE WRITTEN WORD"

One hundred and forty-page bound book, mailed without charge, provided you write on your business letter-head,

THE DANDO Co., Philadelphia, Pa.

NOTE AND COMMENT

The following incident is related by *Printers' Ink* under heading:

ADVERTISING IS BEST WAY TO SECURE A GOOD LIST

An Experience of a Jewelry Mail Order House

From time to time mail order houses are importuned to buy lists of names to which to send catalogues. It is often a great temptation when some customer of the house writes in and says he or she—generally she—can furnish a list of the names and addresses of the better people of the town, most of whom she knows personally, who are sure to be interested in the catalogue and, once they were introduced to the house, should prove good customers.

It is the writer's experience and observation that these lists purchased at random seldom pan out in sales. Yet newcomers in the mail order field almost invariably "fall" for these list offers time after time until they learn better from expensive experience.

The propositions always sound so attractive, and it is very easy to convince oneself that surely there will be *something* in the catalogue to appeal to almost every person on the list. Indeed, the more one thinks of the possibilities of getting new customers and fat orders from these "better people of the town," the more promising the possibilities grow.

What generally happens?

Well, here is a typical case, related to the writer by the proprietor of a mail order jewelry business:

A woman in North Carolina, the wife of the leading preacher in a small town which boasted no good jewelry store, wrote in and, first reminding the proprietor that she had been a customer of the house for many years, explained that she was trying to raise a little money for the missionary society. She suggested that if this house would send her seventy-five catalogues she would personally call on the leading families of the town and deliver a catalogue to each, explaining that she had long been a customer of this particular house and had found its goods and service very satisfactory indeed. Her letter went on to say that she was personally acquainted with, or at least

known to, practically all of the women in these homes and her word would be an excellent introduction. She would do all this for five cents per catalogue to raise the \$3.75 needed for her contribution to the missionary society.

It certainly looked good: A personal introduction to seventy-five of the best families in a small town by the wife of the leading minister for \$3.75! And, better still, the Christmas season was just ahead; the catalogues would arrive at the psychological moment.

JUST ONE ORDER FROM SEVENTY-FIVE CATALOGUES SENT

"I fell for it," said this mail order jeweler. The catalogues were sent and within a short time the minister's wife sent a carefully prepared list of the names and addresses of the women to whom she had delivered the catalogues.

Several months later, long after Christmas, a check-up was made to see how many of these people had ordered. To the proprietor's amazement and chagrin just one order had been received, and that for \$4.00! The catalogues had figured to cost about 12 cents each, or \$9.00; the express had cost him \$1.35, and the distribution by the minister's wife \$3.75, making a total cost of \$14.10 for a \$4.00 order!

Later on the list was checked up again, but no new sales were recorded; the town showed just two customers, the minister's wife and the woman who had sent the \$4.00 order.

"And that," said this mail order man, "is typical of the results every time we 'fall' for these lists. Sometime we may learn to let them alone. Other houses may have better luck (though I doubt it), but we get burned every time. I've come to the conclusion that a name is of little if any value to us, no matter how good a name it may be, unless the person behind that name made the initial move to get acquainted with us through seeing our advertisements, or else acting on the recommendation of some friend. And this North Carolina experience convinces me pretty well that you can't successfully *buy* the recommendation of friends in wholesale lots.

"In fact, the more I experiment with special schemes for building up business, and with lists of people who are strangers to the house, the more I become convinced that, while perhaps some specialties may be sold to promiscuous lists of people with some measure of success, for a mail order merchandise business like ours periodical advertising is the cheapest and most effective way of building up our mailing list."

A BLUNDERING CONCLUSION

The above clearly illustrates how periodical advertisers blunder when they enter the direct-by-mail field. It shows blundering methods as well as blundering methods of thought. Periodical advertising brings *inquiries* from the *list* the newspaper or magazine is sent to. Advertisers make up their office lists from these *inquiries*; in other words, the advertisers in newspapers and periodicals do not send out their expensive printed matter to men and women who comprise the publications' list of subscribers, but only to that *portion* of the publications' list who evince their interest in the advertisers' goods or services by *inquiring* about them.

Practically every periodical advertiser works on "prospects" drawn from newspaper or periodical *lists*. Being a periodical advertiser, that condition is forced upon him. The publishers would not loan him their subscription lists, even if he wanted them, and would not let him circularize their subscribers, even if he wanted to. He naturally *has* to deal only with that portion of the publishers' lists that make their names and addresses known to him through making a mail inquiry about his goods or services.

Such an advertiser is kept right by force of circumstances, not by straight thinking. The majority of periodical advertisers, taken into the direct-mail field, commit precisely the blunder this jewelry mail order house committed, i. e., they buy a list and then circularize it without any attempt to find out if

the men and women on that list are *interested* in what they have to sell.

In this particular case a minister's wife distributed catalogues to people she knew. That fact did not make those people interested in the goods of the mail order house. Circularization or distribution to uninterested people spells, always, waste, disappointment and disaster, and an experienced direct-mail man could have told this mail order jewelry house, *in advance*, precisely the results it might expect.

The sequel simply shows ignorance, deep and profound, on the part of the advertising manager of the mail order jewelry house. He didn't know his business and he was incapable of straight thinking.

An experienced direct-mail man, when he gets a list, regards each name as a "possibility" only. He sends to each name what we term a "canvassing" or "inquiry-bringing" letter, which, in effect, represents a little newspaper or periodical in the fact that it is given circulation among a *list* in order to draw from such list the names of those who are *interested* in what is being sold.

Those who *are* interested reply; those who are *not* interested do not reply.

Those who have evinced no interest are discarded even as possibilities; in other words, the direct mail man forgets them. Those who have evinced interest become "prospects" and go into more or less permanent office filing records.

An experienced direct-mail man will buy, say, 100,000 names, cover them with one or more "inquiry-bringing" or "canvassing" letters, get, say, an ultimate of 10 percent inquiries, *then*, discarding 90,000 names, concentrate attention on the 10,000 who have evinced interest in his proposition.

The principle involved ought to be as clear as daylight, but it sometimes takes far more than daylight to penetrate the brain of the average periodical

advertiser proceeding by rote in lieu of sense and publishing his ignorance to the world by such an article.

BANKERS SHOWN SIGNS OF LIFE

In an address before the Representatives Club, of New York, at the Hotel McAlpin, on November 25th, Austin L. Babcock, assistant secretary of the Guaranty Trust Company, in discussing "Selling Financial Service," said that "the banker of yesterday who conceived he had fulfilled his function when he had printed the amount of his bank's capital and surplus on his window, and published four or five times a year, under compulsion, a statement of his condition, is the banker of today who frankly tells the public of the bank's facilities and how they may be used, who inspires, instructs and advises by all the various means of publicity and salesmanship.

"The new order of things invites, and, in fact, compels the sale of service, and the method of selling varies in every degree from the personal efforts of the officers and staff of smaller banks to the broadly organized undertakings of the larger institutions. Such an organized selling method comprehends the broadest kind of publicity—inspirational and informative booklets on timely topics, advertising that tells the truth convincingly and with appeal; discussions before public bodies of questions of broad importance and other effective means with which you all are familiar.

"Then follows the direct and personal appeal of representatives whose approach is not to get something from the client, but to bring to him some service, some facility, some suggestion that will constructively help him in the solution of his problems. Men who are engaged in such work realize that they are not solicitors, but representatives; that their salesmanship is of a very high order; that they are charged with responsibilities, and that they must possess the ability to interpret the institution they represent in terms of their customers' requirements and possible use."

Bankers are dealers in money, of which Emerson said:

Money, which represents the prose of life, and which is hardly spoken of in parlors without an apology, is, in its effect and laws, as beautiful as roses.

Of all businesses, banking is most prolific in advertising features, yet it is a question whether any banker has even glimpsed the wonderful advertising material beneath the business.

THE RIP VAN WINKLES OF FINANCE

Incidentally, the *American Woman* hits these financial Rip Van Winkles "in the place where they live" by the following announcement:

ARE YOU IN A RUT?

Investment bankers, as a class, never believed in advertising. There were, in round figures, about half a million bond investors in the United States for whose patronage the bond houses in the various financial centers competed among themselves. Apparently it never occurred to these conservative gentlemen that a great market existed all around them if they would only get out of their rut and do business on a 1918 basis.

Then along came the United States Government, and with the aid of a big up-to-date advertising campaign sold about sixteen billion dollars' worth of bonds to between twenty and thirty million investors.

The market hadn't changed; just a matter of going to it.

"Rut" isn't the word to define the average banker advertisingly. He isn't in a rut, but in a grave, and not a modern grave at that. Advertising possibilities swept over him eons ago and left him stiff and fossilized, buried under ancient and conservative ideas—a curiosity of the twentieth century.

We told the banker and the bond house, *back in 1906*, all about the bond possibilities that the Government has substantiated today. We told them *then* to get out and market the \$50 and \$100 bond to the small towns and hamlets of America. We told them *then* all the things they could do, and which have since been done.

Of course, they didn't do them. When the world is entering its five-thousandth year, its bankers will represent the

vintage of 1909, just as the bankers of today represent the vintage of the time of John of England. It's a libel on Rip to compare him advertisingly to the "modern" banker; he was a modern indeed compared to them.

THE ANCIENT ADVERTISING METHODS OF ENGLAND AND AMERICA

Speaking of ancient methods, Thomas Russell, the London correspondent of *Printers' Ink*, lambastes the British advertising conservatives as to their methods and tells what the American advertiser will do to them in England after the war (the article being written before the war terminated):

The vast flood of American advertising which is certain to come after the war—all on branded goods—will cut the market away from hundreds of manufacturers and (to their shame and chagrin) cut it away with dearer goods.

The Americans will not rely on the shopkeeper to sell for them. They will sell the goods to the public, and the shopkeeper will have to take what profit he is given; he cannot bully the advertiser as he bullies the secret manufacturer, whom he will not even allow to put his own name on his own boxes which he gives the retailer for nothing.

Manufacturers and producers who do not want to be shoved out must spend their money, not in unreasonably large discounts to shopkeepers, but on advertising to the public; and the public will get better goods for less money, because the factory will not have to degrade its output to satisfy the greed of the shopkeeper.

Mr. Russell is unnecessarily alarmed. If he will explore Yankeeland advertisingly, he will find a bunch of "hustlers" with about as much sense as their "slow" British cousins, evinced in the fact that, like them, they are trying to sell their goods by unreasonably large discounts to shopkeepers and jobbers, under the impression that retailers and jobbers *sell*, when, as a matter of fact, they only *distribute*. The American advertiser requires to put his own house

in order before he invades the premises of John Bull. There exist, no doubt, a few hundred thousand thick-skulled Britishers engaged in a futile effort to reach the consuming public through dealer-jobber effort, but we can match each one one hundred thousand with a similar number of Yankee "hustlers" and have a hundred thousand or so left over as evidence that we can lick the British even on sales stupidity such as this.

SHOULD AN EXPRESS CRAWL LIKE A FREIGHT?

Mr. James D. Adams presents one side of advertising as follows:

The inexorable rule of advertising is that ideas grow slowly. The first time you read that Bell-ans relieve indigestion you simply sneered. About the hundredth time you began to doubt. Very likely, you read it every day for two years before you believed. Psychology has found no short cut for this idea-planting process. So we might as well make up our mind that a successful advertising campaign is a long campaign. When I read of these miraculous plans which placed some article on the market with a whirlwind campaign of three months (the usual procedure is a two-color spread in three weeklies, a dealers' broadside, six newspaper advertisements for dealers' use, a mailing folder and a lithograph cut-out) I know perfectly well that no real success has been achieved. It will come in time if they keep at it, but in nine cases out of ten the premature splurge accomplished only harm. It placed indigestible goods before buyers without appetite. I have noticed that the advertising manager who is addicted to these whirlwind affairs has plenty of opportunity to stage them, for he has a new firm to advertise each year.

There is a dangerous tendency in the modern school of advertisers to befog the true function and opportunity of advertising with these glittering, quick-action campaigns. They are nothing but bags of gold at the end of a rainbow. They bring discredit upon our profession and have discouraged thousands of potential advertisers.

Advertising can change the mental attitude of a nation; it can cultivate in millions of

minds an association of ideas which will inevitably lead to millions of purchases; it can establish a universal faith in the integrity of a trade-mark; it can remove every psychological barrier which interposes between a natural demand and the satisfying of that demand. Why will advertisers obstruct their vision of these great ends by pursuing petty goals? Why build of paper instead of stone?

This is all sound so far as it goes, but there is another side to it. "General advertising," so termed, consists essentially in the constant *reiteration* of an *assertion*, and an assertion, as Mr. Adams has stated, is, at first, "simply sneered at" or met with disbelief, scepticism and doubt. An *affirmation* is different, because affirmation, contrary to assertion, *proves* somewhere along the line, or *offers* to prove, thus leading to *demonstration*, which assertion does not.

There are grades of "slowness." A train can be going slow at one mile or three miles or ten miles per hour compared with other trains. Advertising methods may be taking the advertiser along at one mile or three miles or ten miles an hour; he may be progressing with *unnecessary* "slowness."

A truth *asserted* is *believed* very slowly. An idea *proved* is accepted instantly. I may be five years believing an assertion, but only five minutes believing proof.

Most advertisers have express engines crawling along at freight speed because they are stoked wrong. We admit the theory of sound slow growth, but not the theory of unnecessarily sound slow growth. Affirmation and demonstration insure natural speed; assertion means unnatural crawl.

THE SUPERLATIVE AND THE HYPERBOLE

An allied thought to the above appears in the same issue of *Printers' Ink* under the heading, "The Superlative in American Advertising," by Richard A. Foley. Note editorial foreword by *Printers' Ink*:

[EDITORIAL NOTE—The following article by Richard A. Foley appeared in *Printers' Ink*, issue of October 11, 1905. It is not reproduced to bring the blush of embarrassment to the advertising managers of those firms mentioned, for in their day superlatives were welcomed in the best society.

Rather our purpose in resurrecting this article is because there seems to be some disposition on the part of advertisers to revert to the superlative and the hyperbole. Possibly this is merely an exuberant reaction from so many months of cautious copy—of apology of non-delivery and restricted output. Nevertheless, a recent critical checking up of half a dozen magazines discloses a surprising number of "bests" and "greatests" and "largests," which we thought had permanently disappeared from the vocabulary of advertising.]

In glancing through the newspapers of the week and the magazines of the month, one cannot fail to be impressed by the fact that business men are not at all modest in setting forth their claims to leadership, and this in many cases without furnishing much more evidence of their title to this than the mere statement in superlative terms.

It is this tendency to exaggeration—this striving to outdo one another in adjectival redundancy—that in other countries has created an unfavorable impression of American business men and methods.

Like the ostrich which, with its head in the sand, believes it is unseen because unseeing, the advertiser who is given to superlatives believes that in persuading himself to his bigness he is persuading the public. But this is wrong. People no longer believe that a thing is "best" or "largest" or "foremost" just because the advertiser says so. My experience is that they are indeed rather inclined to hold the antagonistic view because these claims have become tiresome and through constant reiteration have lost whatever strength they may have possessed.

The amazing extent to which the superlative is used in advertising may be seen upon a perusal of any magazine or newspaper.

DOUGLAS'S ADVERTISING IN THE RETROSPECT

For example, I see in the Philadelphia *North American* this morning that Gimbel Brothers "are sure we sell more youths'

clothing than does any other one house in Philadelphia"; that Perry & Co. have the "largest stock of neat effects made up in conservative styles that there is in the whole land"; that Lit Brothers, in their trimmed hat department, have a "patronage that far exceeds that of any other house in America"; that W. L. Douglas's \$3.50 shoes "are the best shoes produced anywhere"; that Duffy's Pure Malt Whiskey "is the only positive preventive and cure for consumption, etc."

In last evening's *Bulletin* I was interested to learn that than Hoskins's "no finer calling card can be produced at any price"; in the Eastburn corset advertisement that their \$1.50 corset "is decidedly the most perfect abdominal-reducing corset to be found"; that "for dress or business there's none superior" to Dalsimer's shoes; that "no other house can show you such a variety" of fall suits as MacDonald & Campbell; that the Frazin & Oppenheim shoe corner "does the biggest selling in the city"; that every man "acknowledges the supreme superiority" of Blumenthal's clothes.

This morning's *Inquirer* tells us for N. Snellenburg & Co. that "no better clothes for fall than those that come from our factory can be bought in Philadelphia or any other city." The Nemo Corset Company announces "it is now recognized throughout the world as absolutely the best corset ever designed for stout women." Blum Brothers' millinery department has "hats you have never seen equaled at such prices." On the other hand, Berg Brothers are selling hats "at really a fraction of what any other house will charge." It would be interesting to know what the Berg "fraction" of Blum's "unequaled prices" would leave in the way of profit.

If this is the way the stuff is ladled out in Philadelphia, how must it be in other cities? Philadelphia local advertising is unquestionably among the best in the country and the newspapers contain every-day samples of excellent work on the part of the various agencies, and local advertisement writers. A similar analysis of, say, New York, Chicago or St Louis newspapers would no doubt reveal a more frequent resort to the vocabulary of claims.

We are told that magazine copy represents the highest effort in the advertising world. Let us see how free it is from the trail of the superlative.

HOW OTHER WELL-KNOWN ADVERTISERS HERALDED THEIR WARES

In *McClure's* for October we learn that Colgate's is "the best powder in the best box"; that "Bon Ami is the most economical scouring soap made"; that "Babcock means best in the vehicle world"; that the "Zinn is the most perfect razor of its kind"; that the Olympic dollar watch is the "best watch ever made for the money"—and, on the other hand, the Ingersoll dollar watch is "not even approached in accuracy by any watch made in this country or Europe selling under \$8 or \$10." We are informed that the Ramie-Fibre "is the only really hygienic underclothing in existence"; the Genesee Pure Food Company tells us that Jell-O is "America's most popular dessert."

The automobile people are among the chief sinners in this riot of claiming and clamoring.

We learn that the Reo has "an endurance and economy record never equaled"; that the Franklin—Type G—"is safer, easier and cheaper than any other car but a Franklin." Yet the Oldsmobile "gives you the most for your money," and the Columbia is "the leader through all changes of design and type since 1895," while the Northern is "the quietest and easiest running car in the world," and concerning it, further, "you may pay more, but you cannot get more." There are other automobile advertisements in the magazines this month, but the same determination to be "the best" distinguishes most of them in the printed announcements.

In the diamond business, J. M. Lyon & Co., of New York, tell us "we can quote prices 20 percent lower than any competitors"; Loftis Brothers, Chicago, on the other hand, inform us that "our goods are the finest, our prices the lowest, our terms the easiest." The Morton Safety Razor, we are told, is "the best blade in America"—this in spite of what the Zinn people say.

But why go further? The next time you pick up a magazine or newspaper make your own analysis, and see how ridiculous such claims appear when placed side by side.

Of course, there must be a best, a greatest, a finest of everything, but the mere iteration and reiteration of the claim that the advertised article is entitled to this distinction will never confer it.

How much better, therefore, is the statement of facts in a convincing, clear manner, distinguished, if possible, by original phrasing and presentation, and free from the weakness nowadays so common.

The advertising Falstaff's will be always with us, no doubt oblivious of the truth expressed in Longfellow's Hia-watha:

"Big words do not smite like war clubs;

Boastful breath is not a bow string."

When they learn to supplant *assertion* with *affirmation*, they will strike the natural gait of sound advertising.

WHEN ASSERTION BECOMES AFFIRMATION

The Keystone Lubricating Company, of Philadelphia, has the right idea, according to Mr. P. F. Nowlan, who, in an article on that concern, writes:

The company does not hesitate, upon occasion, to make superlative claims for its product, despite the growth of advertising sentiment against this. But at the same time it is to be noted that by "superlative" I do not mean "extravagant." Great care is taken to back up any statement that might conceivably be subject to criticism under this head. Testimonials are often resorted to, and in some cases sworn statements of workmen in charge of lubrication.

And also this:

Throughout the whole advertising and sales policy of the company is prominent the idea of service. The product itself is very little described save in terms of service. There is a marked absence of any explanation or description of manufacture, for the company assumes that if it is selling not grease, but efficient lubrication, if it is guaranteeing that service and making good under its guarantee, *that* is the thing the purchaser is interested in.

Backing up a statement and proving it true is a very different thing to making a statement and leaving the reader to *guess* whether it is true or not. Mr. Nowlan is somewhat confused by his own terms. When a claim is proved it ceases to be "a claim": it becomes evidence, proof or demonstration.

BE SINCERE AND GIVE SERVICE

Stanley B. Moore, of Cleveland, Ohio, is credited by the author of the article in question with this:

You have a dollar. I have a dollar. We swap. Now you have my dollar and I have yours. We are no better off. You have an idea. I have an idea. We swap. Now you have two ideas and I have two ideas. That's the difference. But there is another difference; a dollar does only so much work. It buys so many potatoes and no more. But an idea that fits your business may keep you in potatoes all your life. It may, incidentally, build you a palace to eat them in.

No one can make a big, *permanent* success of selling anything unless he is convinced of the value of the thing he is offering. Never try to sell what you don't believe in. Don't try to sell something to a man unless you think he will get a good return for his money.

Here is the point: The thing itself may be all right. But if you don't think it is; if it seems "punk" to you; if you are secretly calling your customer a poor boob for buying it, you are either going to be an indifferent or an insincere salesman. And no man ever built a good and lasting business on indifference or insincerity.

If you take a man's money for what really is "punk," it reacts on you in two ways: It can't help making you uncomfortable in your own mind. To succeed in flimflamming a man may be a passing triumph, but it isn't one that will taste very sweet to you. You will not be able to go back to him with the same freedom and confidence. You will always be thinking of the time he lost out on a deal with you. And it is going to hurt your selling ability just as sure as fate.

Not only that, but it will react on you because the man himself will inevitably connect you with his failure to get satisfaction, even though you sold him something he thought he wanted. This may seem absurd, to talk of not selling a customer what he thinks he wants. But the truth is that selling a bad bargain is a proceeding that cuts both ways. It hurts the customer and it hurts the salesman. The best salesmen in the world are those who try to put themselves in the customer's place, to get his point of view, to figure out what will bring him the best return for his money.



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WHAT THEY SAY OF DANDO COPY

PUBLISHING—"Sales totaling \$70,000 from booklet and follow up."

CORRESPONDENCE SCHOOL—"Immensely well pleased."

BANKERS—"Returns phenomenal."

LEATHER—"We are well along the success highway—a condition we attribute in large measure to the consummate skill and tact with which you have worded our advertising matter."

RUBBER—"Clearly, logically and persuasively written. The work gives us the utmost satisfaction."

LIFE INSURANCE—"Booklet a masterpiece."

FARM TOOLS—"Letter pulled satisfactorily."

SALT—"A remarkably clever letter."

FIBER WARE—"We shall probably have 1000 customers as a result of your two previous letters. Give us a series of 'follow ups.'"

MORTGAGES—"Results so satisfactory we propose to make fuller use of your valuable services."

ENEERS—"Mr. _____ tells me that with the material you drew up for him he has financed his veneer factory."

GAS—"We wish to congratulate you on the way you have put this material together."

FURNACES—"A shower of replies within forty-eight hours."

TRUST COMPANY—"Our custom is to consult with you whenever we launch a campaign."

NATIONAL BANK—"Very reliable."

BUSINESS COLLEGE—"I discovered your advice saved me a great deal of money."

CHEMISTS—"Our books show 13½ percent increase, notwithstanding an abnormal market. We appreciate your cooperation."

MEDICAL APPARATUS—"Our business has increased 50 percent—your book swamped us."

CLOTHING MANUFACTURER—"Your advice is sound."

PLUMBING SPECIALTIES—"We feel much elated, indeed."

DENTAL MANUFACTURER—"Keep up the good work."

MOTORCAR MANUFACTURER—"Tremendous success."

DAIRY SUPPLY CO.—"Best work on Dairy Supplies yet issued."

FISCAL AGENTS—"Wonderful success with your advertising."

MACHINE TOOL MANUFACTURER—"Proud to tell everyone what you have done for us."

*Perhaps we can do for you what we have done for others
Correspondence and interviews invited*

THE DANDO COMPANY

*Furnishing a Specialized Advertising-Selling Service to Manufacturers,
Wholesalers, Jobbers and Retailers*

533 NORTH ELEVENTH STREET, PHILADELPHIA

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THE DANDO COMPANY

Furnishing a Specialized Advertising-Selling Service to Manufacturers, Wholesalers, Jobbers and Retailers

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